



UGANDA PRINTING AND PUBLISHING CORPORATION

UNDER THE OFFICE OF THE PRESIDENT

INSIDE: >>>

Strengthening UPPC's Financial Sustainability & National Development Impact

Promoting Financial Excellence through Effective Job Costing

UGANDA PRINTING AND PUBLISHING CORPORATION

NEWSLETTER

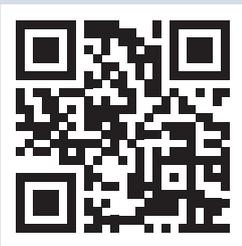
DEC 2025

Financial Excellence, a Pillar of Good Governance



Strengthening UPPC's Financial Sustainability and National Development Impact

Serving Better Through Smart Financial Systems



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THE UGANDA GAZETTE UPDATED RATES

Subject to **Section 15** of the Uganda Printing and Publishing Corporation Act, Cap. 215, the Uganda Printing and Publishing Corporation (UPPC), the official publisher of the Uganda Gazette, informs the general public that effective March 1, 2025, advertising rates for the Uganda Gazette shall be as indicated below;

SN	ADVERT DESCRIPTION	RATE (UGX)
1	The Marriage Act - (Notice of place for celebration of marriages)	400,000
2	The Companies Act - (Notice of change of company name, resolutions)	300,000
3	The Insolvency Act- Notice	300,000
4	Appointments/Replacements to Board of Governors Notice a) Secondary Schools/ Higher institutions of learning b) Primary schools c) MDAs	a) 650,000 b) 350,000 c) 1,000,000
5	The Advocates Act (Notice of Application for Certificate of Eligibility)	350,000
6	The Commissioners for Oaths (Advocates) Act Notice	400,000
7	Gazetting of Professionals (Accountants, Surveyors, Engineers, Medics etc.)	3,000,000 (Per page)
8	Gazetting of Security Uniforms/Change of Security Uniforms	650,000
9	The Mining Act - Notice	650,000
10	Statutory Notices e.g. a) The Electricity Act (ERA) b) UNBS c) Electoral Commission d) Ministry of Water and Environment e) Local Government Valuation lists f) Any other MDA	Charged according to space
11	Trademark Applications - a) Local Adverts b) Foreign Adverts	a) 100,000 b) USD 100
13	Alteration of a registered Trademark- a) Local Adverts b) Foreign Adverts	a) 100,000 b) USD 100
14	Copyright & Patents (per copyright registration number)	150,000
15	Industrial Design	100,000
16	Special Certificate of Title	300,000 (Per Plot)
17	Caveats	300,000
18	Administrator General Notice	300,000
19	Deed Poll	450,000
20	Statutory Declaration	450,000
21	Miscellaneous Applications	345,000
22	Legislations, Ordinances, Instruments, Bills, Acts, Statutory	450,000
23	Full Page a) Black and White b) Full color	a) 3,000,000 b) 5,000,000
24	Extraordinary Gazette	4,500,000

Gazette Fees

SN	Item	Rate
1.	Hard copy (subscription) I. Three months II. Six Months III. Annual	I. 350,000 II. 700,000 III. 1,400,000
2.	E-Gazette (subscription) I. Three months II. Six Months III. Annual	I. 200,000 II. 400,000 III. 800,000
3	Gazette copy (Current year)	5,000
4	Gazette copy (1-5 years)	15,000
5	Gazette copy (6-10 years)	50,000
6	Certification Fee	10,000

These changes are designed to enhance value-added services, including:
 • Improved digital visibility for published notices • Enhanced distribution channels for broader circulation of the Uganda Gazette • Investment in technology and infrastructure
 • Adjustments reflecting changing economies of scale in the printing and publishing industry
 UPPC remains committed to upholding the highest standards of efficiency, professionalism, and integrity in delivering the Uganda Gazette services.

For any inquiries regarding this notice, please contact UPPC on: WhatsApp: +256 783 914 332 Toll-Free: 0800-205520 Email: info@uppc.go.ug www.uppc.go.ug

Contents



Foreword	2
Financial Excellence, A Pillar of Good Governance	4
Strengthening UPPC's Financial Sustainability and National Development Impact	6
Serving Better Through Smart Financial Systems	10
Promoting Financial Excellence through Effective Job Costing	13
Enhancing Clients' Experience Through the UPPC Non-Cash Policy	15
UPPC AT A GLANCE	20
Financial Sustainability & Strategic Investment: What Your Finance Guy Should Know	26
AI revolutionizes graphic design in Uganda	28
Will graphic designers be replaced by AI or will human creativity remain irreplaceable?	28
Entebbe UPPC FC's Debut Premier League Season	32

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Enjoy your reading!

Marvin Robert Mutenyo,
EDITOR

EDITOR'S NOTE

Dear Reader,

In 2023, the Uganda Printing and Publishing Corporation (UPPC) launched a five-year Strategic Plan, developed following a comprehensive SWOT analysis undertaken to evaluate our performance, capabilities, and future priorities. This Strategic Plan, now under active implementation, is anchored on four key perspectives: Financial, Customer Service, Business Processes, and Organizational Capacity. Through these perspectives, UPPC articulates strategic objectives that will guide the Corporation over five years in pursuit of its vision.

In this second edition of the UPPC Newsletter 2025, we spotlight our progress under the Financial Perspective. Central to this perspective is UPPC's unwavering commitment to financial excellence, characterized by accountability, sound financial processes, compliance, and provision of quality and affordable services. UPPC's dedication to financial excellence reflects our belief that strong financial stewardship is a cornerstone of good corporate governance and a catalyst for sustainable business growth. Financial excellence stands as a symbol of transparency, responsibility, and national development. Our robust internal financial processes not only strengthen institutional performance but also create meaningful value for our stakeholders, clients who benefit from affordable, high-quality services, and local suppliers empowered to reliably support production.

This newsletter highlights how UPPC promotes and upholds financial excellence in practical, impactful ways. As you engage with this edition, you will discover how affordability, quality service delivery, and adherence to best financial practices define our work. Above all, you will see that our drive for financial excellence is inherently people-centered. Every financial transaction, process, and decision, whether internal or external, ultimately aims to better serve our stakeholders. For, indeed, what is excellence if it does not improve the lives of the people it touches?

Foreword



Dear Esteemed Reader,
It is with great honour and pleasure that I welcome you to this edition of the Uganda Printing and Publishing Corporation (UPPC) Newsletter.

As UPPC continues to align its operations with the Strategic Plan 2023–2028, this edition highlights the Corporation's recent milestones, with a particular focus on our financial performance and strategic growth. These achievements reflect a deliberate journey of institutional renewal, operational efficiency, and prudent financial stewardship, all aimed at strengthening UPPC's sustainability and long-term impact.

Through our Business Development function, the Corporation has expanded its market reach, diversified revenue streams, and strengthened partnerships across Government and the private sector. These efforts have not only enhanced UPPC's financial performance but have also reinforced our relevance as a trusted national printing and publishing institution in an increasingly competitive environment.

A key highlight of our transformation journey is the revival of the UPPC Print School, now in its second year of operation. As Uganda's pioneer printing institution, UPPC remains committed to building industry-wide capacity by equipping printing professionals with practical, modern skills. This initiative directly contributes to the objectives of the Fourth National Development Plan (NDP IV), particularly the pursuit

of higher household incomes and sustainable socio-economic transformation through employment creation, skills development, and wealth generation.

Furthermore, our strategic expansion across the country, commitment to sustainable and environmentally responsible printing practices, and continued investment in workforce development are all geared towards building a resilient, self-sufficient, and competitive printing and publishing industry in Uganda. These efforts align with national priorities such as the Buy Uganda, Build Uganda (BUBU) policy, which promotes local production, strengthens domestic capacity, and fosters economic independence through the consumption of locally produced goods and services.

I extend my sincere appreciation to our stakeholders, partners, and the dedicated UPPC staff whose unwavering support and commitment continue to drive the Corporation forward. It is through your collective efforts that UPPC continues to shine. Together, let us continue to build a stronger UPPC and contribute meaningfully to the prosperity and development of our nation.

Prof. Sudi Nangoli,
MANAGING DIRECTOR.

The Corporation has expanded its market reach, diversified revenue streams, and strengthened partnerships across Government and the private sector.

Prof. Sudi Nangoli,
Managing Director.



Financial Excellence, A Pillar of Good Governance

Andrew Senabulya,
Director, Research, Innovations, Investigations & Finance

Financial excellence is the first of the three strategic perspectives in the five-year strategic plan of Uganda Printing and Publishing Corporation (UPPC). Operating in tandem with customer service and business process excellence, the perspective is a cornerstone of good governance, an instrumental principle of business growth and development. The financial perspective is essential to realizing the aspirations of the Corporation's Strategic Plan, themed "Enhancing Value Through Improved Corporate Governance, Customer Excellence and Efficient Business Processes." As we advance this agenda, maintaining a disciplined and resilient financial foundation remains vital to delivering efficient, transparent and sustainable services to our stakeholders.

At UPPC, financial excellence is anchored on three guiding principles: transparency, efficiency, and sustainability. These principles inform how we plan, allocate, and manage resources across the Corporation. Through strengthened financial controls, we ensure that all transactions are properly documented, traceable, and compliant with national regulations. Sound budgeting remains at the heart of our financial planning, enabling us to prioritize activities that directly enhance service delivery and support institutional growth.

Sustaining financial excellence requires deliberate effort and consistency across the institution. At UPPC, we have anchored this commitment on a culture of integrity, discipline and professionalism. We enforce the set robust financial management systems, maintain timely and accurate reporting procedures and strict adherence to established financial policies.

For instance, our expenditure is based on set budget lines under different departments, as indicated in the annual budget, and Procurement procedures follow the guidelines set by the Public Procurement and Disposal Assets Authority (PPDA). When



dealing with suppliers, we ensure that they are credible and all our transactions are backed up with proper financial records. Similarly, when serving our clients, we maintain proper documentation as proof of our business partnership and transactions.

Digitalization of financial processes is also an essential element of our financial management system. Firstly, we have established a service portal through which clients can access and pay for services without direct human mediation. The service portal allows clients to select a preferred payment channel-MTN or Airtel money and immediately transact and receive access to read-only documents of their choice, ranging from different volumes of the Uganda Gazette and other legal or statutory documents published by UPPC. Digitalization of financial processes partly serves our Non-Cash payment policy, which embraces electronic

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Enhancing Value Through Improved Corporate Governance, Customer Excellence and Efficient Business Processes

payment options through the bank and mobile money (MTN and Airtel money), which are more efficient, secure and timely. Adherence

to such good financial practices strengthens our culture of accountability and transparency, which is instrumental to good governance and business development.

We should, however, note that at the core of the implementation of financial controls that promote financial excellence is good human resources and the tools they use in the execution of their mandate. At UPPC, we therefore continue to invest in staff capacity building and adopt modern financial tools that streamline processes, reduce redundancy, and enable faster, evidence-based decision-making. This approach ensures that financial excellence, rather than an occasion, is a daily standard that directly supports customer service excellence and strengthens public trust in the Corporation.



Strengthening UPPC's Financial Sustainability and National Development Impact

Rebecca Nyakairu, **Director Business Development**

In an increasingly competitive and evolving operating environment, financial sustainability remains fundamental to the long-term success of the Uganda Printing and Publishing Corporation (UPPC). The Business Development Directorate plays a central strategic role in advancing this objective by translating UPPC's statutory mandate into measurable revenue growth, stronger market positioning, and enhanced national impact. Through deliberate planning, proactive market engagement, and alignment with national priorities, the Directorate ensures that UPPC operates as a commercially viable public enterprise while fulfilling its responsibility to support Uganda's development agenda.

By aligning business growth with Government priorities and market demand, the Directorate has strengthened UPPC's position as a trusted Government Printer and a forward-looking institution. From Business development to value creation. This integrated approach has enhanced institutional resilience, supported sound operational planning, and positioned the Corporation as a catalyst for economic and social transformation.

At the core of the Directorate's mandate is financial sustainability. Through structured engagement with Government Ministries, Departments and Agencies (MDAs), statutory bodies, development partners, and the private sector, UPPC has expanded and diversified its revenue base. This diversification

has stabilized cash flows, reduced over-reliance on a narrow client segment, and strengthened the Corporation's capacity to plan, invest, and grow with confidence. Securing repeat business, framework contracts, and long-term partnerships has improved capacity utilization,



enhanced cost efficiency, and strengthened overall financial performance.

The Business Development Directorate directly supports UPPC's operations by projecting sales, mobilizing business, monitoring client satisfaction, and tracking both repeat and new business opportunities. Equally critical is its role in supporting timely revenue collection, which enables the Corporation to finance planned activities, meet statutory obligations, and contribute taxes to Government. In this way, business development underpins operational stability while contributing to the national fiscus and broader economic growth. In line with strategic diversification, UPPC has expanded beyond conventional printing into initiatives that deliver both commercial returns and developmental impact. The Print School, now operational, is reviving

professionalism within the printing and publishing sector while supporting Government's skilling agenda. By building technical capacity and employable skills among Ugandans, the Print School strengthens industry standards, supports workforce development, and contributes to long-term national productivity.

Complementing this initiative is the planned Print Museum, which will preserve and showcase Uganda's rich printing heritage, including UPPC's unique collection of antiquities dating back to 1902. Beyond preservation, the Museum is envisioned as a tourism and education attraction that will draw local and international visitors. It will generate additional revenue for UPPC, promote cultural tourism, and contribute to national economic growth, further reinforcing the Corporation's financial sustainability.

UPPC is also preparing to establish a modern Digital Archiving Centre to strengthen its role as the sole Government Publisher and custodian of national records. Through a centralized archiving and digitization strategy, the Centre will ensure secure preservation, efficient access, and long-term management of government records. This initiative supports public sector efficiency and creating sustainable business opportunities for the Corporation.



Business dev't at UPPC extends beyond sales to include revenue assurance, client retention & long-term value creation.



Working closely with production and technical teams, the Directorate ensures that customer issues are addressed promptly, feedback is acted upon, and quality standards are consistently upheld. In parallel, UPPC continues to invest in modern technology to deliver high-quality, efficient, and reliable printing and publishing solutions. These investments improve turnaround times, reduce rework, enhance efficiency, and strengthen client confidence, directly supporting revenue growth and sustainability.

Collectively, these efforts have strengthened UPPC's market positioning and public image. This progress has been recognized through several accolades received this year, most notably the **13th Visionaries of Uganda Awards**, where UPPC was named the **Best and Preferred Government Printing Agency of the Year 2025**. Such recognition

affirms the Corporation's growing credibility, competitiveness, and relevance in national development.

Beyond revenue and projects, the Business Development Directorate also oversees UPPC's visibility and public goodwill. Through stakeholder engagements and corporate social initiatives, the Corporation continues to build trust and strong relationships with communities, recognizing that sustainable institutions thrive within empowered and engaged societies.

As UPPC continues on its growth trajectory, we extend sincere appreciation to our clients and business partners for their continued trust and support. We also acknowledge the enabling leadership of the Corporation, whose strategic guidance, commitment to excellence, and support for innovation have been instrumental in the progress achieved.

Looking ahead, the Business Development Directorate remains committed to driving revenue growth, innovation, and strategic diversification that strengthen UPPC's financial sustainability, enhance tax contributions, and reinforce UPPC's role as a resilient, forward-looking institution anchored in heritage, driven by quality and innovation, and dedicated to national progress.



UPPC has expanded beyond conventional printing into initiatives that deliver both commercial returns and developmental impact.



Ms. Rebecca Nyakairu delivers her remarks during the 13th CPA economic forum at Imperial Resort Beach Hotel.

PUBLISHER OF THE UGANDA GAZETTE



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HOME OF SECURITY PRINTING

Serving Better Through Smart Financial Systems

The concept of financial excellence is often viewed as the sole responsibility of finance and accounting professionals. While these teams play a central role, true financial excellence extends far beyond finance departments; it is directly linked to customer excellence. Well-designed financial systems are meant to enhance

efficiency, improve service delivery, and create value for both internal and external stakeholders.

At the UPPC, we embrace a customer-centric approach where the client is at the heart of every process. Our financial systems are therefore designed to support fast, timely, and cost-effective service delivery. Central to this approach is effective communication. UPPC operates a Call Centre with a toll-free line (0800 205 520) through which clients can make inquiries, place orders, and share feedback. This platform enables us to serve clients remotely, saving them time and reducing the costs associated with travel.

To further enhance accessibility, UPPC complements its remote services with a network of regional agents. Recognizing that not all clients can access electronic platforms or travel to our offices in Kampala or Entebbe, we have established regional offices in Hoima, Mbarara, Mbale, Jinja, Arua, Soroti, Masindi, and

Kapchorwa. These trained agents provide on-ground support, guide clients through our non-cash payment systems, coordinate orders, and facilitate timely service delivery within their regions.

Digital transformation is another key enabler of our customer experience. Through the UPPC Service Portal (portal.uppc.go.ug), clients can access services and make payments electronically without direct human intervention. Clients can create personal accounts, request documents, select preferred payment options such as MTN Momo, Airtel Mobile Money, or visa card, and receive immediate access upon confirmation of payment. The portal also enables clients to submit notices for publication in the Uganda Gazette, making our services more accessible, efficient, and affordable.

Dear stakeholder, at UPPC, financial excellence is not an internal goal; it is a commitment to serving you better. You are our valued partners, and through efficient financial systems and customer-focused service delivery, we look forward to growing together.

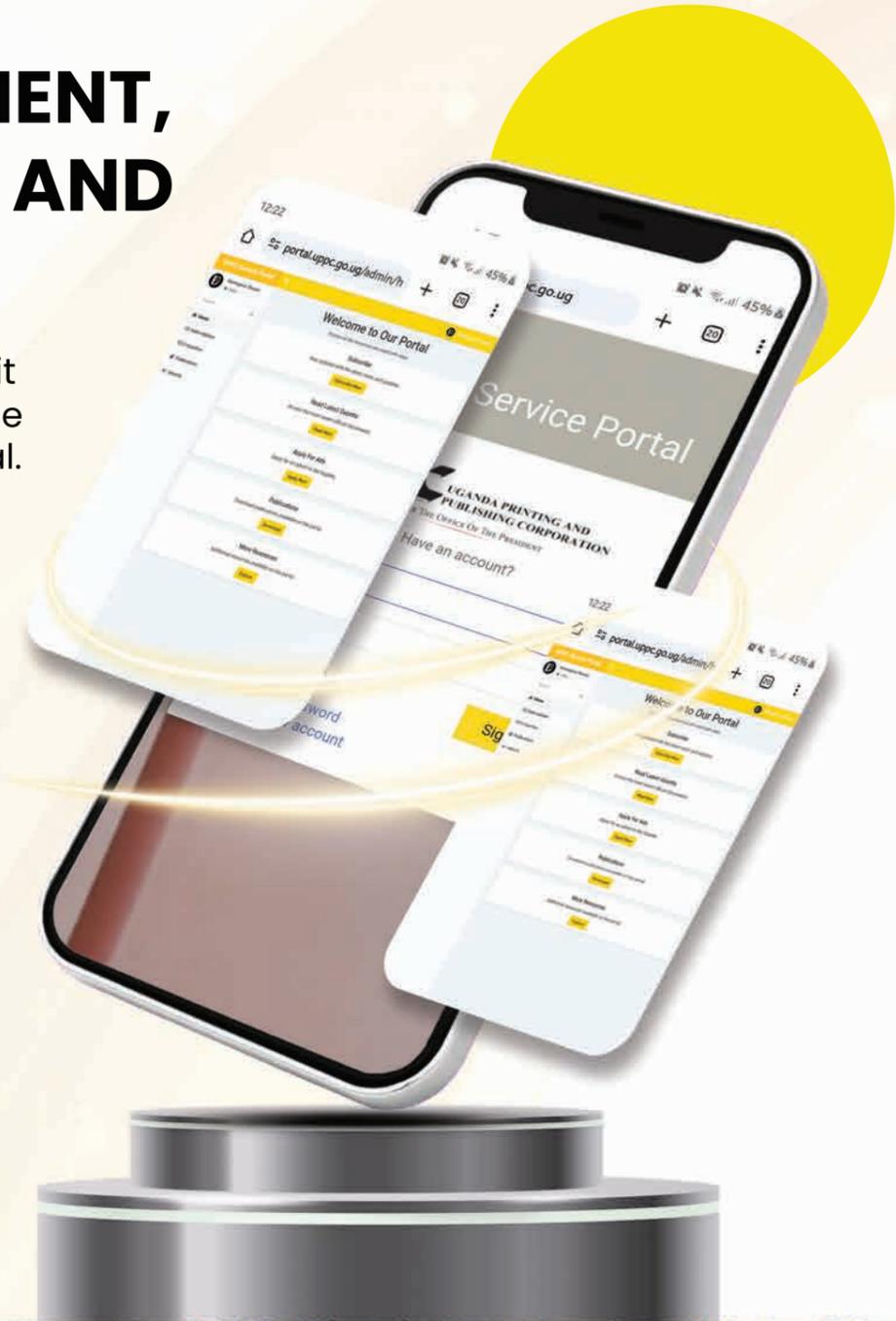
Hafitha Issa,
**Senior Public Relations Officer,
Public & Corporate Affairs
Department**

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Promoting Financial Excellence through Effective Job Costing



Rose Mbabazi, **Costing Officer, Finance Department**

Pricing is a critical touchpoint in the client-supplier relationship, as it shapes both the start and sustainability of a business partnership. At the Uganda Printing and Publishing Corporation (UPPC), pricing is approached holistically to ensure affordability for clients while delivering maximum value for money. This process is led by a team of professional financial officers with expertise in job costing, working closely with Client Relations Officers to support every client engagement.

The costing process begins with a clear understanding of the client's requirements. Clients outline their specifications, including product type, quantities, size, materials, and finishing options, while UPPC's teams provide guidance to ensure choices align with intended use and quality standards. Based on these specifications, the costing team prepares a quotation, with material inputs and production volumes being the primary cost determinants.

To remain competitive, UPPC continuously monitors market trends and conducts regular market analysis. This enables the Corporation to identify reliable local and international suppliers who offer quality materials at competitive prices. By leveraging these insights, UPPC is able to pass on cost efficiencies to clients

while maintaining high production standards and operational efficiency.

Client engagement remains central to the pricing process. Costing at UPPC is not a one-way transaction but a collaborative discussion aimed at reaching mutually beneficial terms. Clients are engaged throughout the process to ensure clarity, manage expectations, and achieve the best possible outcomes. Once pricing is agreed upon, UPPC produces samples strictly in line with the approved specifications. Full production only proceeds after client approval, ensuring accuracy, quality, and satisfaction.

In summary, effective communication underscores UPPC's pricing strategy. By combining market intelligence with a client-centred approach, UPPC ensures fair pricing, consistent quality, and excellent service delivery. This approach not only

enhances client satisfaction but also strengthens long-term partnerships and supports the sustainable growth of the Corporation's client base.



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Enhancing Clients' Experience Through the UPPC Non-Cash Policy

Bashira Nansamba, **Asst. Accountant, Finance Department.**

At the Uganda Printing and Publishing Corporation (UPPC), financial excellence is not just a requirement; it is a defining value woven into our commitment to good corporate governance. As the government printing, publishing, and information dissemination service provider, UPPC remains dedicated to building public trust through transparent, efficient, and accountable financial systems. This dedication aligns strongly with our five-year Strategic Plan, which emphasizes strengthened governance, modernized operations, and customer-centred digital innovation.

One of the most transformative steps in this journey is the introduction of the Non-Cash Payment Policy. Under this policy, all transactions between UPPC, clients, and suppliers are conducted electronically, either through banking channels or mobile money (**MTN Merchant Code: 316414 and Airtel Merchant ID: 1165413**). This digital approach ensures that every payment is secure, traceable, and convenient, whether for gazetting, printing, or publishing services.

The policy is anchored on four pillars of financial excellence: enhancing financial accountability, improving transparency in revenue collection, promoting efficiency and faster processing, and

reducing fraud and theft risks. The non-cash policy enhances financial accountability and transparency. With each transaction digitally recorded, the system minimizes human error, strengthens auditability, and reinforces public confidence in UPPC's financial processes.

For our clients, the Non-Cash Policy offers a more seamless experience. Electronic payments eliminate queues, reduce delays, and enable clients to transact anytime and from anywhere. This shift directly supports UPPC's goal of enhancing customer experience through digital transformation.

Recognizing that not all clients may be familiar with electronic transactions, our staff remain readily available to provide guidance and support. From explaining payment options to assisting those encountering challenges, UPPC ensures that every client enjoys a smooth and safe payment

process.

Through the Non-Cash Policy and the support we provide alongside it, UPPC continues to demonstrate a commitment to financial excellence that goes beyond policy statements. It is a commitment that safeguards accountability, accelerates

service delivery, and strengthens the trust of the public we proudly serve.



Quality Assurance at UPPC: A Journey to ISO Certification



Ms. Bushira Kayendeke, Public Relations Asst. sits down with the UPPC Quality Assurance Manager, Mr. Benard Masiga, to get an inside look at what quality assurance at UPPC really entails, and how it supports the Corporation's commitment to precision, consistency, and trust in every product it delivers.

1. What is the mandate of the Quality Assurance Unit at UPPC?

The mandate of the Quality Assurance Unit at the Uganda Printing and Publishing Corporation (UPPC) is to uphold and continuously strengthen the Corporation's commitment to excellence in printing, publishing, and service delivery. Our role is to ensure that every product, process, and service meets clearly defined quality standards aligned with the UPPC Strategic Plan and international best practices.

Specifically, the Unit oversees compliance with established production procedures, monitors adherence to print specifications, enforces inspection of inputs and outputs, and coordinates corrective and preventive actions across departments. We provide

guidance on standardization, lead quality improvement initiatives, and ensure that all teams operate within a system that guarantees accuracy, consistency, reliability, and customer satisfaction.

In line with our strategic ambition, the Quality assurance department serves as the custodian of a quality culture, ensuring that quality is not an event, but a way of working that influences every stage, from customer engagement to pre-press, press, post press, and final delivery.

2. Who ensures quality in an organization like UPPC?

Quality at UPPC is a shared responsibility. While the Quality Assurance Unit provides the framework, tools, and oversight mechanisms, the actual realization of quality excellence depends on every staff member across all departments

Each team, from Marketing, Pre-Press, Production, Binding, Finance, and Administration, plays a crucial role in ensuring that the final product meets customer expectations and regulatory requirements. This aligns with our Strategic Plan's emphasis on teamwork, accountability, systems thinking, and operational discipline. Every staff member must adhere to established procedures, follow job specifications, and



The Quality Assurance team joins Mr. Benard Masiga in celebrating his recognition as Chairperson of the Senior Management Team 2025.

uphold professional ethics in our operations.

As the quality pioneer Edwards W. Deming emphasized,

"Quality is everyone's responsibility." This philosophy guides how UPPC operates. Each employee is expected to follow established procedures, uphold professionalism, and continually seek improvements that add value to our customers and strengthen our institutional reputation.

Leadership also plays a critical role. Through guidance from the Managing Director, Top Management and Senior Management, UPPC has institutionalized a culture where quality is recognized as a strategic asset that contributes to reputation, competitiveness, and the Corporation's sustainability. Therefore, quality assurance thrives because UPPC as a whole is committed to excellence.

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Quality is everyone's responsibility

This philosophy guides how UPPC operates.

and outputs meet specifications the first time and every time, the Corporation significantly reduces waste, rework, delays and avoids costly errors. This improves cost efficiency and contributes directly to healthier financial performance, ultimately improving profitability.

Joseph M. Juran, a Quality Guru captured this connection well when he said, *"Every defect is a treasure if the company can uncover its cause and prevent it from recurring. Eliminating waste reduces costs and increases profits."* This principle underpins our quality initiatives. Strong systems reduce the hidden costs of errors, enable UPPC to optimize production resources, and support the Corporation's ability to offer competitive prices while maintaining sustainable margins, placing us firmly on the path toward financial excellence.

High-quality outputs also increase customer confidence, strengthen repeat business, and enhance

3. How does quality assurance contribute to financial excellence?

Quality assurance is a key driver of the Financial Excellence pillar in the UPPC Strategic Plan. By ensuring that processes are well-controlled



The Production Team demonstrated exceptional precision and craftsmanship in delivering the recently published Afrigo Band @50 commemorative book, and many more.

UPPC's competitiveness in a rapidly evolving industry. When clients are confident that UPPC delivers accurate, timely, and defect-free work, the Corporation secures more business opportunities, expands its market share, and improves profitability. The department further contributes to cost optimization by promoting preventive maintenance, process standardization, and evidence-based decision-making. All these elements reduce production variations and resource wastage, directly supporting financial stability.

4. Tell us about UPPC's journey to securing ISO certification.

UPPC's journey toward ISO certification is a testament to our commitment to professionalism, structured operations, and continuous improvement. Recognizing the need to align our operations with internationally recognized quality management standards, we embarked on a disciplined and transformative

process aimed at strengthening systems, enhancing transparency, and aligning our processes with global benchmarks in printing and publishing. The standard we are pursuing is the ISO 9001:2015 certification, which represents the world's leading standard for Quality Management Systems (QMS)

This process began with extensive training at all levels of the organization to ensure that staff understood the ISO 9001:2015 requirements and their role in implementing them. The Corporation then undertook system audits, internal assessments, and documentation reviews to map out our workflows, identify gaps, and establish corrective measures. We also improved operational controls, strengthened risk management and enhanced customer-focused processes.

A comprehensive gap analysis was conducted by external ISO experts, which assessed our systems against the ISO 9001:2015 requirements. Every gap identified during the analysis, whether related to documentation, process

consistency, risk management, customer satisfaction measurement, or internal controls, has since been fully closed. With these gaps resolved, UPPC is now approaching the final stages of the certification process. We are scheduled to conduct a Quality Management Review, followed by a mock audit, which will allow us to validate the strength and readiness of our Quality Management Systems. Once these final internal steps are completed, we will invite the external auditors for the Stage 1 and Stage 2 certification audits.

Achieving ISO 9001:2015 certification will not only demonstrate our adherence to international quality standards, but also confirm to all clients and stakeholders that UPPC operates with efficiency and customer focus. The initiative is not just a compliance exercise, it is a strategic investment in quality, consistency, accountability, and competitiveness. This journey strengthens our position as a leading and trustworthy printing and publishing institution in the region.



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Pictorial

UPPC AT A GLANCE











Financial Sustainability & Strategic Investment:

What Your Finance Guy Should Know



Marvin R. Mutenyo

Public Relations Officer, Public & Corporate Affairs Department.

Financial sustainability has increasingly become a central concern for both public and private institutions. Rising operational costs, evolving regulatory requirements, technological advancement, and heightened expectations for accountability have placed finance departments at the centre of institutional decision-making. In this environment, financial management is no longer confined to budgeting and reporting; it has become a strategic tool for ensuring long-term viability and relevance.

At the core of financial sustainability is the ability of an institution to align its resources with its mandate while maintaining the flexibility to respond to changing economic and policy conditions. Strategic investment decisions, whether in infrastructure, systems, people, or partnerships, play a key role in achieving this balance. When well-planned, such investments enhance efficiency, reduce long-term costs, and strengthen institutional resilience. When poorly aligned, they can expose organisations to financial strain and operational risk.

In Uganda, national development frameworks provide an important reference point for institutions seeking to position themselves for sustainable growth. Uganda's Vision 2040 underscores the importance of efficient, well-governed institutions as a foundation for socio-economic transformation. It recognises that both public and private entities must operate on sound financial principles, emphasising value addition, productivity, and prudent resource management. Strategic investments that improve operational efficiency and service delivery are therefore not only institutional priorities but also contributors to broader national goals.

Similarly, National Development Plan IV (NDP IV) places strong emphasis on public sector efficiency, industrialisation, and private sector competitiveness as drivers of economic growth. From a financial perspective, this calls for institutions to adopt forward-looking financial planning models that prioritise sustainability over short-term gains. Investments in modern systems, skills development, and process optimisation are increasingly viewed as essential enablers of performance across sectors and departments.

For public institutions, financial sustainability supports continuity of service delivery, safeguards public resources, and strengthens public trust. Strategic investments can reduce dependency on supplementary funding, improve cost recovery, and enhance institutional credibility. In many cases, improved financial discipline enables public entities to operate with greater commercial awareness while remaining aligned to their public mandates.



Improved financial discipline enables public entities to operate with greater commercial awareness while remaining aligned to their public mandates.

For private sector institutions, the benefits are equally significant. Strategic financial planning and investment support competitiveness, innovation, and scalability. By aligning investment decisions with long-term strategy and market realities, private entities are better positioned to manage risk, attract investment, and sustain profitability. In an increasingly interconnected

economy, the financial health of private institutions also contributes to employment creation, tax revenue, and overall economic stability.

Across both sectors, one area of growing importance is investment in systems and technology. Automation, data-driven decision-making, and integrated financial systems have demonstrated their potential to improve accuracy, transparency, and turnaround time. While such investments often require significant upfront resources, their long-term benefits, including cost savings, improved controls, and enhanced reporting, can outweigh the initial costs when implemented within a clear strategic framework.

Another critical aspect is investment in human capital. Skilled finance professionals, supported by continuous training and clear governance structures, are essential to translating

financial data into meaningful insights. Institutions that prioritise capacity building within their finance functions are better equipped to support strategic decision-making and adapt to changing regulatory and economic landscapes.

Ultimately, financial sustainability is not achieved through isolated actions but through consistent, disciplined decision-making over time. It requires alignment between strategy, policy, and execution, as well as a shared understanding of financial priorities across leadership and management teams.

Therefore, strategic investment, guided by prudent financial management and aligned to national priorities, remains a key pillar in building institutions that are resilient, accountable, and capable of supporting inclusive economic growth.

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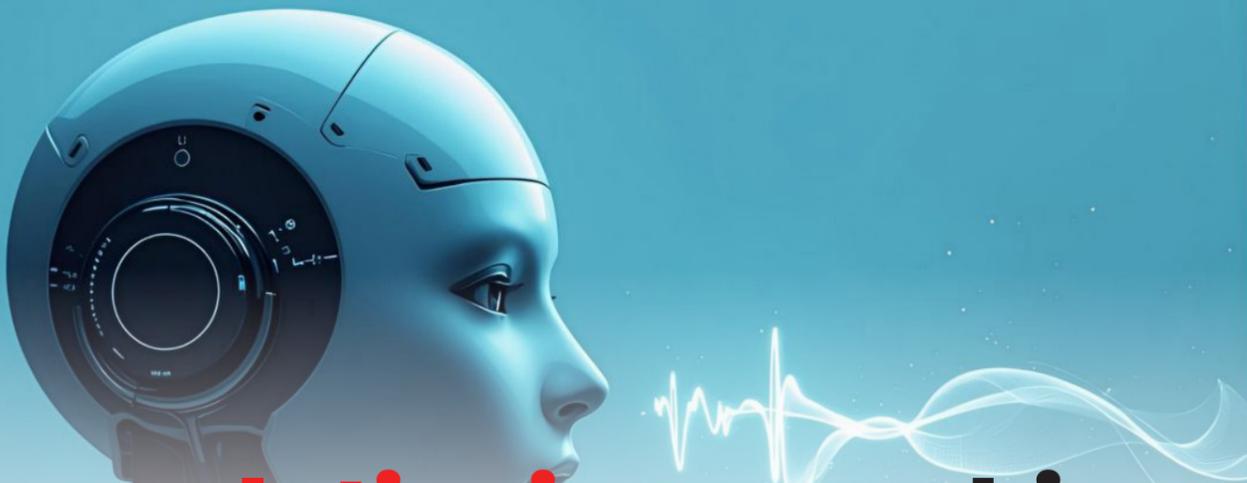
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AI revolutionizes graphic design in Uganda

Will graphic designers be replaced by AI or will human creativity remain irreplaceable?



Ronny Kahuma
Supervisor Graphics - Production Department

The graphic design landscape in Uganda is undergoing a seismic shift, driven by the rapid adoption of artificial intelligence (AI) tools. From Kampala's bustling creative hubs to smaller printing presses at Nasser Road, AI is reshaping how designers craft visuals, streamline workflows, and meet the growing digital and print market. However, as this technology gains traction, industry experts and local designers are highlighting its limitations, emphasizing that the human touch and creativity remain vital in a field deeply rooted in cultural expression and innovation.

In recent years, AI-powered tools like Adobe Firefly, Canva's AI features, and Midjourney have found their way into Uganda's graphic design ecosystem. These platforms allow designers to generate layouts, manipulate images, and even create original artwork with unprecedented speed. For a country where small businesses and startups dominate the market, AI's ability to produce cost-effective, high-

quality designs has been a game-changer.

Take, for instance, Jerome Tuhairwe, a Kampala-based freelance designer who uses AI to create marketing materials for local brands. "With AI, I can generate a poster design in minutes—what used to take me hours," he says. "It's a blessing for tight deadlines, especially when clients need quick turnarounds for events or product launches."

The printing industry, a cornerstone of the advertising sector, has also benefited. Top printing houses such as MPK, on Nasser Road reported that AI-generated designs often arrive pre-optimised, reducing errors and speeding up production. This efficiency aligns with broader trends in Uganda's design community. AI tools are increasingly used to analyse market preferences, pulling from vast datasets to suggest colour schemes or layouts that resonate with local audiences. For example, vibrant colours inspired by Uganda's natural landscapes and cultural motifs—think the bold



blue of Buganda regalia or the green of the Rwenzori Mountains—are now easily integrated into designs through AI suggestions, reflecting a fusion of technology and tradition.

AI's ability to automate repetitive tasks—resizing images, adjusting margins, or generating mockups—has freed up time for designers and printers to focus on larger projects. In a competitive market where speed and affordability are key, this has given smaller firms an edge against larger, more established players.

The printing industry, traditionally reliant on manual processes, is increasingly embracing AI-driven advancements. Digital printing presses now utilise AI-powered software to enhance image resolution, correct imperfections, and even predict ink consumption, reducing costs for businesses.

As a practicing graphic designer, I've noticed a significant shift—clients who once complained about blurry logos or misaligned text now receive polished, print-ready files, thanks to AI-powered refinements. This has elevated the overall quality of printed materials, from towering billboards along Entebbe Road to the flyers circulating in local markets. Moreover, AI's ability to automate repetitive tasks—resizing images, adjusting margins, or generating mockups—has freed up time for designers and printers to focus on larger projects. In a competitive market where speed and affordability are key, this has given smaller firms an edge against larger, more established players.

Despite its advantages, AI's role in Uganda's graphic design and printing industries is not without critique. Experienced graphic designers like Peter Mugeni argue that while AI excels in efficiency, it often lacks the depth of creativity and cultural sensitivity that define Ugandan artistry. "AI can generate a design based on patterns it has learned, but it doesn't understand the story behind a client's brand," he explains. "It's like giving a robot a drum and expecting it to feel the rhythm of our music."

Prof. Andrew P. Yiga, a Professor of Commercial Art and Design at Nkumba University, echoes this sentiment, emphasizing the irreplaceable role of human intuition in design. "AI can analyze trends and replicate styles, but it lacks the lived experience and



emotional depth that shape true artistic expression," he explains. "Ugandan design is more than just patterns and colors—it embodies history, identity, and meaning. No algorithm can fully capture the soul of a culture the way a human designer can."

This limitation is particularly evident in a country where design is deeply intertwined with cultural identity. Uganda's rich heritage—expressed through symbols like the crested crane, intricate traditional patterns, and the storytelling power of proverbs—requires an emotional intelligence

and contextual awareness that AI struggles to replicate. For instance, a recent AI-generated campaign for a local coffee brand failed to account for the cultural significance of coffee rituals in Bugisu, a detail that a human designer, familiar with the traditions, would have instinctively incorporated.

In Uganda's printing industry, AI's pursuit of digital perfection often clashes with the tactile, hands-on nature of traditional methods that remain widely used. Techniques like screen printing and offset lithography, valued for

their artisanal appeal, require a craftsman's precision—something AI has yet to replicate.

"There's a warmth in the slight imperfections of a hand-printed poster that AI simply can't provide," Mugeni explains. "A significant number of clients still prefer that human touch, appreciating the authenticity and character that come with it."

Creativity remains the battleground where human designers hold firm. AI may generate visually appealing designs, but it lacks the ability to innovate beyond its training data.

The best Graphic Design artwork comes from intuition and lived experience—qualities AI cannot mimic. This human edge is critical in a market where originality sets

businesses apart. While AI can churn out generic templates, it struggles with the abstract problem-solving and emotional resonance that clients often seek. Industry observers also warn of a potential homogenization of design if AI overuse drowns out Uganda's unique visual voice—a concern echoed by educators at institutions like Makerere University's Margaret Trowell School of Industrial and Fine Arts and School of Commercial Art & Design at Nkumba University.

As AI continues to shape Uganda's graphic design and printing industries, one thing is clear: it is a powerful tool, not a replacement.

Designers and printers are learning to integrate AI's efficiency with human creativity, forging a hybrid

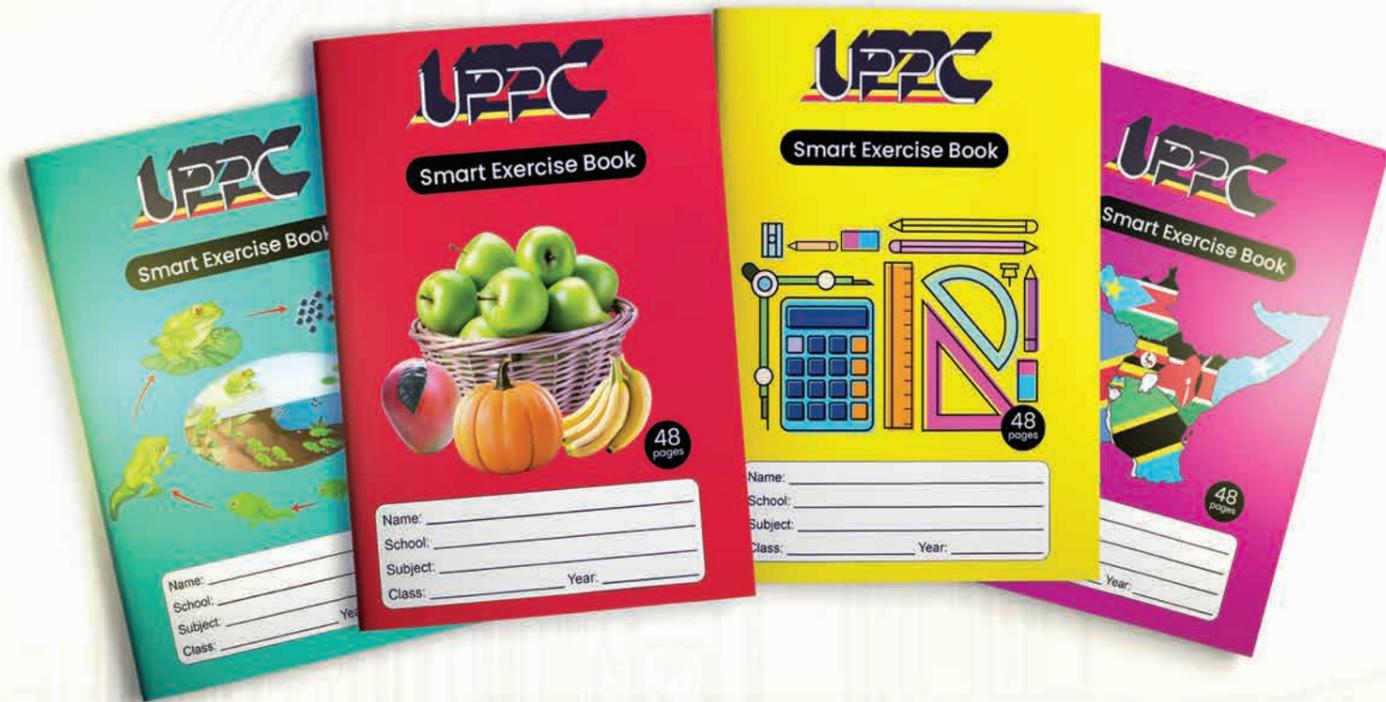
workflow that leverages the best of both worlds. Looking ahead, the challenge for the creative community will be to harness AI's potential without sacrificing the soul of its craft. As the technology advances, it may eventually bridge some of its current limitations—perhaps even developing a deeper understanding of cultural nuances. But for now, the human touch remains the heartbeat of graphic design, proving that while AI can generate the canvas, it is the artist who breathes life into it.

In an era increasingly driven by machines, graphic designers and printers are demonstrating that creativity, rooted in human experience and cultural identity, remains the ultimate currency.

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Entebbe UPPC FC's Debut Premier League Season

Eria Katumba
 Club Administrator

Entebbe UPPC FC's rise to the Uganda Premier League has been as swift as it has been impressive. Formed in June 2024 after acquiring the Big League status of Gaddafi FC, the club entered the top flight as a new

entity, short on history but driven by clear purpose. The rebrand to Entebbe UPPC FC marked more than a name change; it signaled a strategic reset focused on structure, identity, and long-term sustainability. Within months, the Printers had settled into the league with a maturity rarely associated with newly promoted sides.

On the pitch, UPPC FC quickly announced their arrival by competing fearlessly against established giants. A resilient draw away to SC Villa and a narrow, competitive loss to reigning champions Vipers SC highlighted their ability to match elite opposition. Home victories over Express FC and notable away wins against BUL FC further reinforced the club's growing confidence, tactical discipline, and consistency.

Rather than adopting a survivalist approach, UPPC FC have played with balance, defensively organized, energetic in midfield, and purposeful going forward.

Key individual performances have driven this progress. Striker Ambrose Kigozi has been pivotal, delivering crucial goals that have turned tight matches into valuable points. Midfielder Hassan Ssenyonjo has provided drive, ball recovery, and creativity, while Noordin Sadick Bunjo has contributed energy and timely goals from deeper positions. Defensively, captain Mujuzi has marshalled a composed back line, supported by goalkeeper Omedwa, whose decisive saves have preserved results under pressure.



Beyond results, UPPC FC has made a growing impact off the pitch. Home matches at the Fisheries Ground in Entebbe have attracted increasing crowds, reconnecting the community with top-flight football. Backed by the Uganda Printing and Publishing Corporation, the club has embraced professionalism, discipline, and accessibility, strengthening its bond with supporters and young talent. Although survival was the initial target, ambitions have naturally expanded. Now comfortably placed in the upper half of the table, UPPC FC are part of the broader league conversation, guided by a clear long-term vision that includes continental football. Built in months, the Printers are already competing with giants and laying foundations designed to last.

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